



Recruiting Tomorrow's Leaders Today

Louisiana
Department of
State Civil Service

2007-2008 Annual Report

Anne Smith Soileau
Civil Service Director

Civil Service Commissioners

James A. Smith, Chairman

Burl Cain, Vice-Chairman

Lee Griffin

David L. Duplantier

John McLure

Rosa Jackson

Chatham Reed

P. O. Box 94111
Baton Rouge, LA 70804-9111

www.civilservice.louisiana.gov ~ www.yourfuture.louisiana.gov



Anne S. Soileau
Director

State of Louisiana
DEPARTMENT OF STATE CIVIL SERVICE

www.civilservice.louisiana.gov

EXECUTIVE SECTION
225.342.8272
Fax: 225.342.8058
TDD: 1.800.846.5277

Recruiting Tomorrow's Leaders – TODAY

We're Making a Difference for Louisiana

Dear Colleagues,

This has been an exciting year for us. On July 1, 2007, state employees received the first general increase since 1990! This increase enabled us to make a small but badly needed increase to the minimums of our pay ranges.

In January 2008, Governor Bobby Jindal was inaugurated. Many of his appointees attended our seminars in March with Dr. Sally Selden of the Government Performance Project of the Pew Center on the States. Dr. Selden brought us great news: Louisiana has one of the top ten state Human Resource programs in the nation. Thanks to each of you for making that so.

As I met with new agency heads, many were interested in pay for performance so we developed a workshop to help you implement pay for performance in your agencies. We will continue to work with the Jindal administration to increase performance based pay increases.

Despite the hiring freeze from January through June, we worked with WAFB-TV to advertise state job vacancies. We also took advantage of technology to provide on-line assessments of supervisory potential and keyboard skills; and in preparation for LA Careers, we implemented an on-line qualification screening class.

The implementation of LA Careers is the culmination of ASCEND 2020 launched in 2000. With the necessary funding we were able to select NeoGov to provide the web-based tool which will support our on-line employment system. Along with LA Careers came new websites, blogs, pod casts, and message boards—omg!

And finally, this year brought recognition by the National Association for Government Training and Development of our Supervisory Training Program as the "2008 Program of the Year."

I continue to be very proud of our Human Resource program and grateful to you--the people who daily manage that program so your agencies can provide quality services to our citizens.

Thank you,

Anne S. Soileau, Director

TABLE OF CONTENTS

<u>Executive Summary</u>	4
<u>Civil Service At A Glance</u>	5
<u>The State Civil Service Commission</u>	6
<u>Department Organization</u>	7
The Louisiana State Workforce	
<u>Number of Full-Time Equivalent Positions</u>	8
<u>Turnover Rate for Classified Employees</u>	8
<u>Distribution of Classified Employees by Race and Sex</u>	9
<u>Classified Employees by Years of Service</u>	10
<u>Average Salaries</u>	10
2007-2008 in Review	
<u>Key Performance Indicators</u>	11
<u>Strategic Initiatives</u>	12
Awards and Recognition	15
Future Plans	18
Contact Information	19

Executive Summary

To serve our citizens, the state of Louisiana must have a human resource system that finds the best person for the right job and then helps that person to excel. State agencies cannot accomplish their ambitious goals without employing the best-skilled individuals. As the central personnel agency for the state, the Department of State Civil Service is responsible for providing such a human resource system.

The Department of State Civil Service provides state agencies with a fast, effective, low-cost human resource system that ensures quality results and accountability to the public interest. The key to this system is striking a balance between discretion and control, making that balance flexible enough to match the rapidly changing world in which government operates, and guiding that balance with the lasting values of merit that have shaped our government: selection on ability, equitable compensation, accountability for performance, non-discrimination, and political neutrality.

Our Goals:

- Establish salary ranges and pay options that give agencies the flexibility they need to staff their offices effectively and economically.
- Provide hiring processes that give citizens open access to state employment while giving state agency managers fast access to pools of highly qualified applicants and the tools to make the best hiring decisions.
- Provide training and assistance to agency human resource professionals and agency supervisors and managers to support and encourage best practices in employee supervision and management.
- Promote greater accountability for results by providing objective evaluations of agency personnel practices to management.
- Provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements.

Civil Service At A Glance

The Department of State Civil Service and the State Civil Service Commission are established in the executive branch of state government by Article X of the Louisiana State Constitution. The overall management of the Department is the responsibility of the Director, who is selected by the seven-member State Civil Service Commission.

The Constitution empowers the Civil Service Commission to enact rules which regulate the policies and procedures that state agencies use to manage their human resources. Civil Service Rules establish standards for recruiting and hiring, promotion, demotion, disciplinary actions, compensation, performance evaluation, training, and conditions of employment. Through the Civil Service Rules and accompanying policies and procedures, the Department of State Civil Service administers a comprehensive merit-based human resources program for classified state employees. Our policies and programs are founded upon the principles of equal pay for equal work, equal opportunity, ability-based employment and promotion, accountability for results, and freedom from political influence.

The Department's Vision, Mission and Philosophy are defined in our official [Strategic Plan](#) as follows.

Vision: To be recognized by user agencies as a leader and partner in the management of human resources.

Mission: To provide human resource services and programs that enable state government to attract, develop and retain a productive and diverse workforce that excels in delivering quality services to the citizens of Louisiana.

Philosophy: It is the responsibility of the Department to provide the systems and services that will enable the agencies of Louisiana state government to make merit-based, quality decisions regarding the hiring, training, and retaining of those skilled and capable individuals who are essential to providing cost effective, quality services to Louisiana's citizens. The Department shall provide services in an efficient and courteous manner and shall foster work practices that ensure that classified employees work in an environment where excellence and productivity are encouraged and recognized.

The State Civil Service Commission

Article X of the Louisiana Constitution gives the State Civil Service Commission the responsibility for the administration and regulation of the state's classified civil service system. The Constitution grants the Commission broad and general rulemaking and subpoena powers. Rules adopted by the Civil Service Commission through this constitutional authority have the force and effect of law. The Commission has judicial authority to hear appeals filed by state employees.

The Commission consists of seven members, who serve over-lapping six-year terms. Six of the members are appointed by the governor based on nominations made by the presidents of Centenary College at Shreveport, Dillard University at New Orleans, Loyola University at New Orleans, Louisiana College in Pineville, Tulane University of Louisiana at New Orleans, and Xavier University at New Orleans. No more than one of the six appointed Commissioners may be from each congressional district. The seventh is a classified employee elected by all other classified employees. The current Commissioners are listed below.

Commissioner	Nominated By	Term Expires
James A. Smith, Chairman	Xavier University	12/10/2010
Burl Cain, Vice-Chairman	Elected Employee	05/01/2011
G. Lee Griffin	Tulane University	12/10/2010
David L. Duplantier	Loyola University	12/10/2012
John McLure	Louisiana College	12/10/2012
Rosa B. Jackson	Dillard University	12/10/2008
Chatham (Chat) H. Reed	Centenary College	12/10/2010

Commission meetings and hearings are held monthly and are open to the public. Commission [meeting dates](#), [agendas](#), [actions](#), [hearing decisions](#) and [Commissioner biographies](#) are posted on the Department of State Civil Service website at www.civilservice.la.gov.

Department Organization

The Department of State Civil Service is comprised of seven functional Divisions. Located in Baton Rouge, the Department has 97 authorized positions.

The Administrative Division includes the executive staff, as well as the fiscal, purchasing, personnel, and legal functions for the Department.

The Management Information Services Division provides the Department's data and records support. MIS develops and maintains computer systems that serve the Department's needs, as well as those of other state agencies and the general public.

The Staffing Division provides agencies with tools to recruit and select the most qualified candidates. This Division supports agencies' Workforce Planning programs by providing advice, training, and monitoring and reporting on results. The Division operates pre-employment assessment centers in Baton Rouge, Shreveport, Monroe, Lake Charles, Opelousas, and New Orleans.

The Compensation Division is responsible for the allocation of positions into Job classifications and for determining appropriate, equitable pay systems and salary ranges for classified jobs.

The Program Assistance Division provides support to agencies in managing their Human Resources programs. Staff members advise agency Human Resources professionals, as well as individual managers and employees, on personnel matters. The Assistance Division also houses the Training Program which provides basic training in people-management to all classified supervisors and also provides specialized training to Human Resource professionals.

The Accountability Division evaluates the human resource practices used by state agencies to manage the classified work force by assessing their effectiveness and adherence to merit principles and Civil Service Rules.

The Appeals Division serves as the Clerk of Court for the State Civil Service Commission. Division Referees hear and decide cases for the Commission.

The Louisiana State Workforce

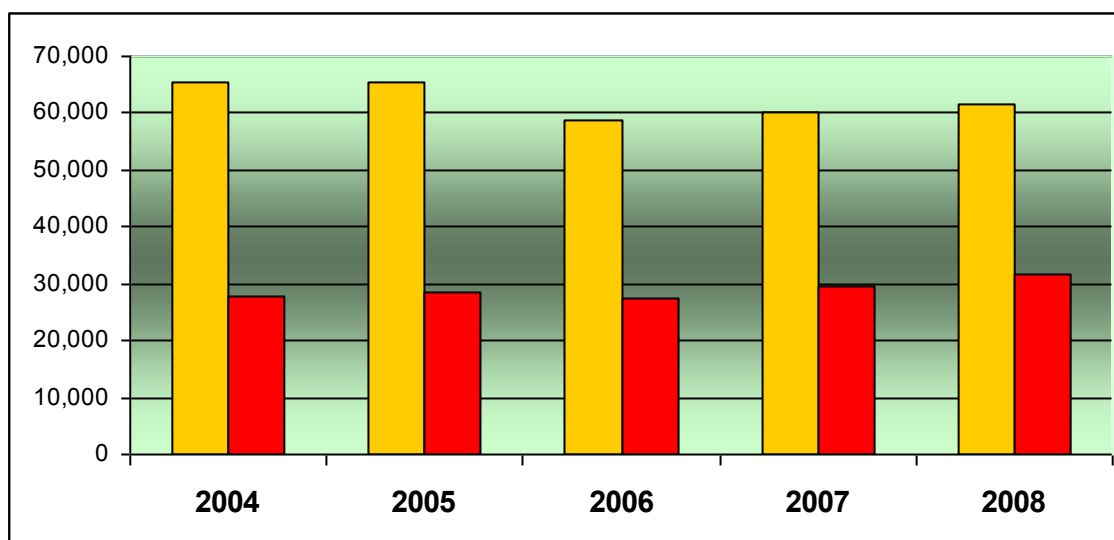
The following tables give an overview of Louisiana's state workforce.

Number of Full-Time Equivalent Employees

As recorded on June 30 of each year shown

Source: Monthly Report on the Entire State Service

	2004	2005	2006	2007	2008
Classified	64,564	64,231	57,639	60,198	61,411
Unclassified	27,766	28,498	27,275	29,720	31,688

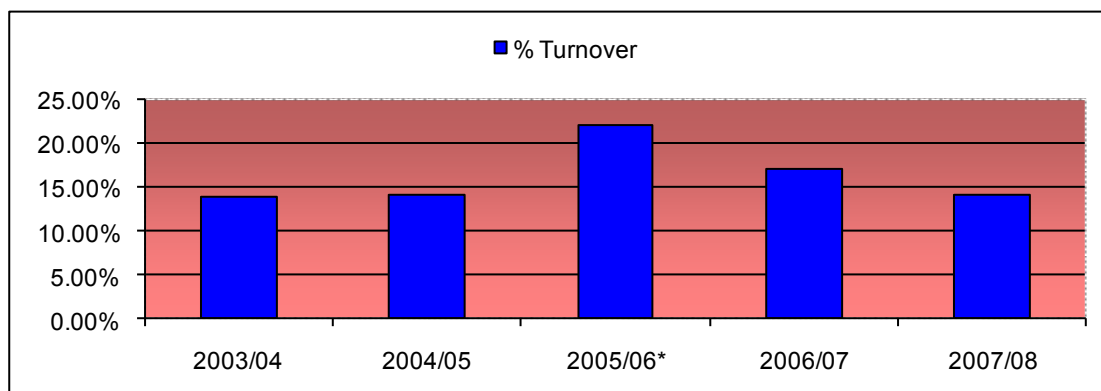


Total Turnover Rate of Classified Employees

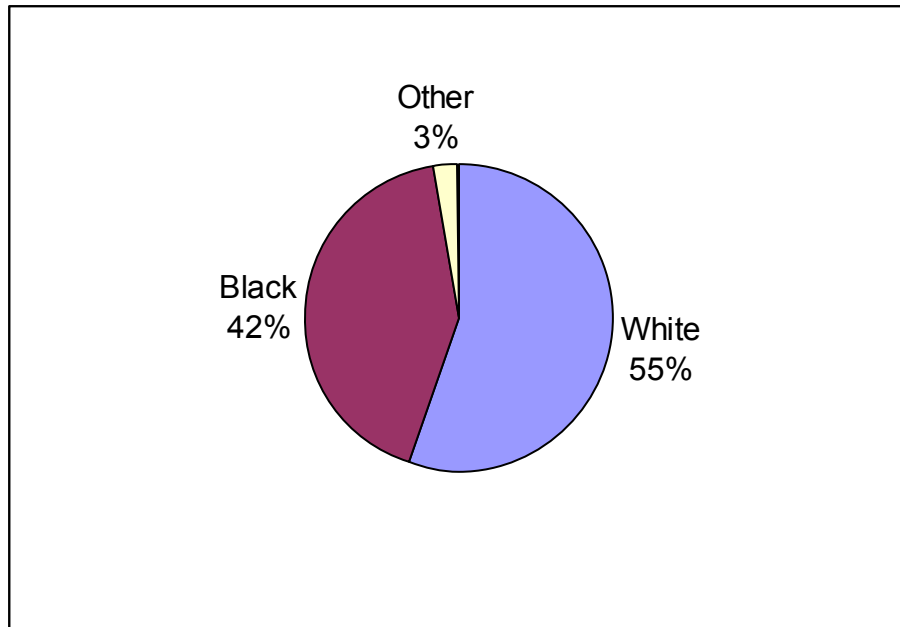
Source: Classified Turnover by Personnel Area (Voluntary+Involuntary)

**2005/06 and 06/07 turnover impacted by office closures due to Hurricanes Katrina/Rita*

Year	2004	2005	2006	2007	2008
% Turnover	13.58	13.98	22.40	16.99	14.10

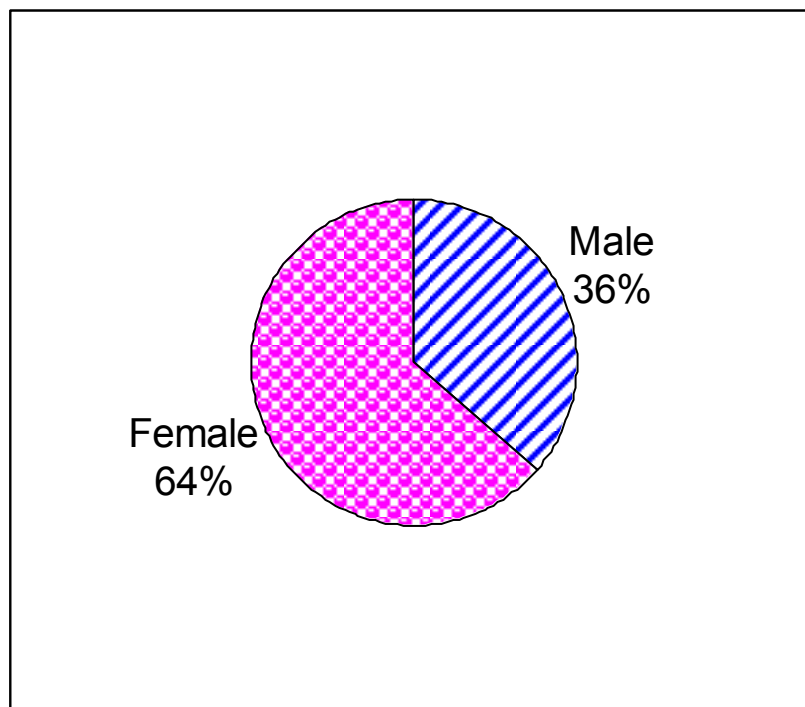


Classified Employees by Race (as of June 30, 2008)

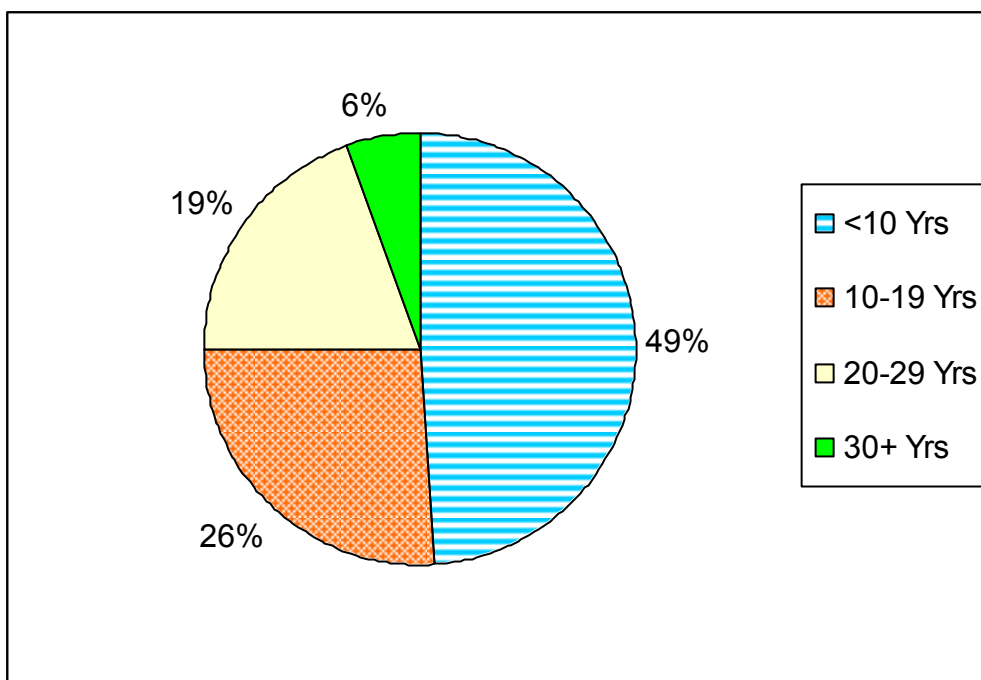


Note: Employees choosing not to report their race are not included.

Classified Employees by Gender (as of June 30, 2008)

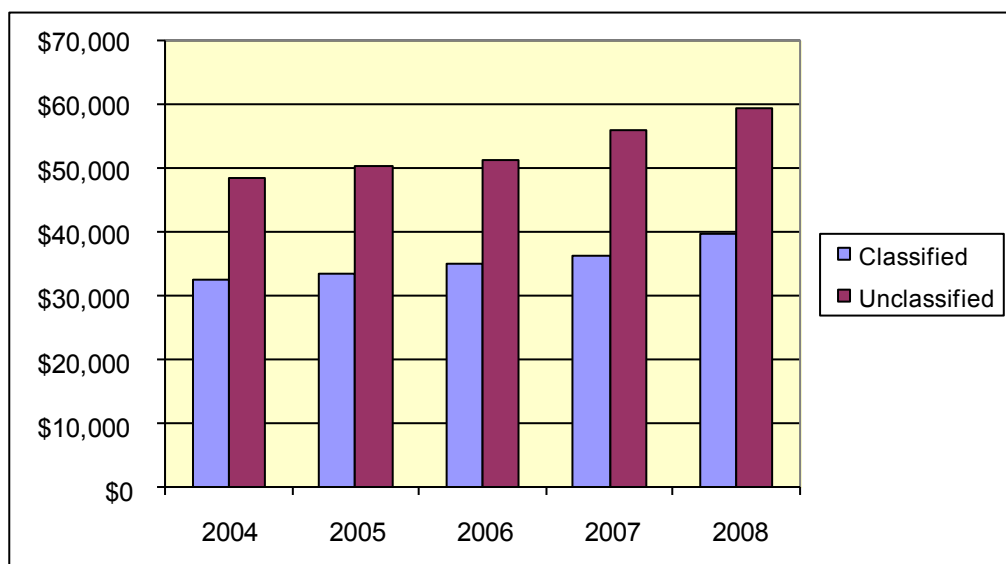


Classified Employees by Years of Service (as of June 30, 2008)



Average Salaries— Full-time, regular employees

	2004	2005	2006	2007	2008
Classified	\$32,294	\$33,400	\$34,787	\$36,104	\$39,619
Unclassified	\$51,983	\$53,814	\$54,577	\$55,933	\$59,246



2007-2008 in Review

Key Performance Indicators

The official [Strategic Plan](#) for the Department of State Civil Service defines nine measures which serve as Key Performance Indicators of the Department's productivity and efficiency. These measures reflect the Department's success in maintaining a human resource management program that effectively supports the needs of state government.

During fiscal year 2007-2008, the Department of State Civil Service met or exceeded the goals established for eight of nine Key Indicators. We fell short of our goal to evaluate 24% of agency human resource programs due to a reduction in staff that resulted from the gubernatorial imposed state-wide hiring freeze. The table below shows the Department's actual performance results.

Key Performance Goals and Results

Key Performance Indicator Description	Goal	Result
Classified Employees trained (statewide)	3000	7046
Classified employees rated on performance (statewide)	90%	95%
Agency HR Programs Evaluated	24%	23%
Classified Positions Reviewed	12%	18%
Salary surveys completed	24	26
Selection Procedures Validated	2	2
Jobs with Direct Hiring Authority	50%	65%
Appeals heard w/in 90 days	80%	90%
Appeal decisions issued w/in 60 days	70%	91%

Strategic Initiatives

In addition to efficiently maintaining the existing state human resource programs, as reflected by the preceding Key Performance Indicators, during fiscal year 2007-2008, the Department of State Civil Service also provided enhanced and expanded services through a number of strategic initiatives in the areas listed below. These initiatives are summarized on the following pages.

LA Careers On-Line Employment Center

LaCareers is the new, streamlined on-line employment plan that will be implemented statewide in 2009. The LaCareers project was initiated in 2006/07 when numerous focus groups were held with agency representatives to define the project concept, scope and objectives. The Department received funding for this project in 2007/08 that enabled us to proceed with the preparation and issuance of a competitive Request for Proposals. Through this open-bid process, a contract was awarded to NeoGov to provide the web-based tool which will support LaCareers.

LaCareers is the final component of the ASCEND 2020 Civil Service Reform Initiative launched by the Department in October 2000. LaCareers expands the streamlined hiring system introduced in 2004/05 through the "QUEST" (Quality Express Staffing) program. With the implementation of LaCareers, the application process for state jobs will be completely automated, with job-seekers applying directly to vacancy postings through the internet. Agencies will be able to manage the hiring process electronically from beginning to end, reducing time and costs and improving quality of hires.

Enhanced Recruitment and Retention

Television Advertising: In June 2007, the Department of State Civil Service began a pilot program to use television to advertise specific vacancies. The Department entered a four-month trial contract with one of the largest network affiliates in the capital market, WAFB-TV to advertise state job vacancies on the air and through their affiliated websites. This pilot will be used to determine the impact such advertising has on the state's overall recruitment program as well as on targeted jobs.

Revision of Job Appointment Rules: The Civil Service Rules governing temporary Job Appointments were amended to allow agencies to retain employees hired on a job appointment beyond the previous maximum period of three year. These Rules were also amended to allow an agency to appoint an employee who has been in a job appointment for 24 months to permanently appoint that employee into the same job title without serving an additional probationary period. See General Circular 1708.

On-Line Assessment of Keyboard Skills: To assist agencies in staffing positions which require keyboard (typing) skills, the Department of State Civil Service upgraded the system used to assess candidates' proficiency levels in October 2007. In addition to its use at the Department's testing six statewide testing sites, this assessment was also made available to any state agency wishing to assess candidate proficiency at their own locations, for example, in conjunction with interviews. The on-line availability of this assessment provides agencies with one more tool with which to make better hiring decisions for jobs requiring keyboarding skills. See General Circular 1715.

Updated HR Handbook: In November 2007, the Staffing portion of the statewide Human Resource Handbook was revised to provide information in a more intuitive format. The Handbook is used by human resource professionals throughout state government to develop and manage effective staffing programs in support of their agencies' missions.

On-Line Qualification Screening Class for HR Professionals: In May 2008, the Staffing Division introduced an online version of the Introduction to Minimum Qualifications course. The course provides new human resources employees with the basic information and guidelines needed to effectively evaluate the qualifications of job applicants. Offered through a web hosted Learning Management System, this course provides users statewide immediate access. As Staffing moves toward decentralized hiring through LaCareers, agency Human Resources staff will acquire increased responsibility for the qualifying of applicants. Users will not have to wait for Staffing to have a course offering on the schedule. The immediate availability of this information will help new staff become more quickly competent in qualifying applicants, and provide experienced staff with a quick and easy reference. See General Circular 1730.

Workforce Planning

Internal Leadership Development Program: Recognizing that a large number of its executive management team members are or will soon become eligible for retirement, the Department of State Civil Service implemented an internal Leadership Development Program. The goal of the program is to build a strong pool of employees who are well-prepared to step into management and leadership positions as they become available. The main components of the program are: leadership development curriculum, knowledge-transfer seminars, and peer discussion groups. Over thirty department employees at varying career levels are participating in the program. Many of these employees also participated in the department's on-going Mentoring program for individual career development.

Supervisory Potential Assessment Tool: In October, 2007, the Department of State Civil Service introduced the *Supervisory Potential Assessment Tool*, as part of Louisiana's current Workforce Planning Initiatives. This self-assessment tool is designed to help employees evaluate their current competency levels in areas necessary for effective supervision: Overseeing Completion of Work, Planning & Organizing, Communication & Conflict Resolution, Analysis & Problem Solving, and Leadership. Available on the Department website, the Supervisory Potential Assessment Toll provides employees with a confidential results and individualized recommendations for state-offered training and other resources which can enhance their skills. See General Circular No.1712

Performance Management

Executive Briefings: As our newly elected governor and other cabinet members took office in early 2008, the Department of State Civil Service provided focused briefings for newly appointed state executives. Dr. Sally Seldon of the Pew Center on the States was the keynote speaker at a workshop for Undersecretaries which focused on performance management. This was followed by a workshop specifically on Pay for Performance, which presented the variety of tools and methods available to agencies to enhance performance management for results.

Revised Discipline Rules: Chapter 12 of the Civil Service Rules governing disciplinary procedures was completely revised. The new Rules streamline and simplify the procedures which enable agencies to take effective disciplinary actions that comply with state and federal law and minimize risk and cost associated with charges of wrongful termination, discrimination, etc. See General Circular 1728.

Awards and Recognition

Grading the States 2008

The Pew Center on the States Government Performance Project released the results of its bi-ennial “Grading the States” in March 2008. In the area of “Managing People” Louisiana ranked among the top ten in the nation with a grade of “B.” The Department of State Civil Service mandatory training program for state supervisors and managers was particularly commended. The flexibility of Louisiana’s Civil Service system, particularly with regard to pay policies, that enabled effective responses to the Hurricanes Katrina/Rita disaster also received high praise. Pew also praised the DSCS “QUEST” direct hiring system and recommended that the model be fully implemented statewide. This recommendation will be realized with the completion of the LaCareers project. The full Pew Report is available at www.pewcenteronthestates.org/gpp.

NAGTAD 2008 Program of the Year

The National Association for Government Training and Development (NAGTAD) selected the Department of State Civil Service Mandatory Supervisory Training Program to receive the 2008 Program of the Year Award. The award is presented annually to the highest performing governmental agencies participating in training and development. The NAGTAD Award Review Committee praised the Mandatory Training program for its “breadth, the supporting metrics, the program impact across multiple levels of government and the potential for program adaptability or replication by other public entities.” Full information is available at the NAGTAD website: http://www.nagtad.org/program_year_awards.asp.

NASPE 2008 Rooney Award of Merit

The National Association of State Personnel Executives selected the Louisiana Department of State Civil Service to receive the Eugene H. Rooney, Jr. Award of Merit for our Retiree Rehire Database. The Rooney award is given “in recognition of outstanding achievement by a state personnel organization in improving efficiency and effectiveness of state government.” The Retiree Rehire Database is a component of the Department of State Civil Service’s Workforce Planning Knowledge Transfer Initiative. The Retiree Rehire Database helps state agencies tap into the expertise and special competencies held by retirees who are available to assist agencies on a part-time, temporary or project basis.

Awards Received by the Department of State Civil Service

- 2007/2008 NASPE— Rooney Award of Merit
Retiree Rehire Database
- 2007/2008 NAGTAD Program of the Year
Mandatory Supervisory Training
- 2006/2007 IPMA-HR Louisiana Chapter
Communication: *ISIS-HR Quick Tips*
- 2005/2006 NASPE — Communication:
Recruiting Tomorrow's Leaders Today video
- 2003/2004 IPMA National — Agency Award for Excellence,
Large Agency Category
- 2002/2003 IPMA-HR Louisiana Chapter
Staffing Innovations
- 2002/2003 IPMA-HR Louisiana Chapter
Personnel Management Excellence
- 2001/2002 IPMA-HR Louisiana Chapter
Compensation Innovations
- 2001/2002 IPMA-HR Louisiana Chapter
Personnel Management Excellence
- 1995/1996 IPMA-HR Louisiana Chapter
Student Intern Program
- 1995/1996 IPMA-HR Louisiana Chapter
Web Site Innovation

2007 Dunbar Award Winner ~ Stephen J. Hebert

Mr. Stephen J. Hebert, Management Information Services Division Administrator for the Department of State Civil Service was selected by the Louisiana Civil Service League to receive the prestigious 2007 Charles E. Dunbar, Jr. Career Service Award. The Civil Service League presented the Dunbar award to Steve on Friday, February 29, 2008.

In selecting Mr. Hebert to receive the Dunbar Award, the Civil Service League recognized his extraordinary contribution to the state's citizens through his commitment to the merit principles that are the foundation of our Civil Service system. Many of the accomplishments for which he was honored have resulted in improved state services at reduced costs, through wise, creative and effective use of technology. Steve was also recognized for his contributions at the national level for his work with the National Association of State Personnel Executives to develop guidelines for benchmark indicators for central human resource department in all states. These guidelines, which have become national standards, allow meaningful comparisons of operational costs across state agencies

**Dunbar Winners from the
Department of State Civil Service**

2007	Stephen J. Hebert
2006	Lisa L. Lusk
2004	Teresa Gomez
2003	Pamela Percy
2002	Anne Soileau
2000	Glenn Balentine
1999	Elizabeth Mandeville
1997	Herbert Cannon
1996	Allen Reynolds

Future Plans

In Fiscal Year 2008/2009, the Department of State Civil Service will continue to maintain and improve its recruitment and retention programs, classification and compensation management program, agency training and assistance, and appeals programs. We expect to see the completion of the LaCareers on-line employment system in early 2009. This fully decentralized hiring system will provide employing agencies and job-seekers alike with enhanced services, including improved transparency of the state employment process, reduced time to hire and more efficient expenditure of personnel resources.

In addition to LaCareers, we anticipate the implementation of these initiatives.

- ◆ Revised training requirements for all state supervisors and managers to further enhance and improve their management skills.
- ◆ Alignment of the annual review of the state's uniform pay plan with the budget development cycle to facilitate more accurate funding projections.
- ◆ Implementation of enhanced measurement of the effectiveness of statewide human resource programs through a revised accountability plan and publication of statewide human resource system metrics.

We will continue to evaluate Louisiana's human resources practices in comparison to those of other jurisdictions and private employers, and seek opportunities for improvement. We will continue to analyze and respond to the changes in the employment market and workforce environment.

We look forward to a year of challenges and a year of great progress for the Department of State Civil Service and the State of Louisiana as we continue to serve the needs of our fellow citizens.

CONTACT INFORMATION

**For more information regarding
the contents of this report
please contact
Jean Jones
Deputy Director
225-342-8272**